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**MCC**



# **POLICIES AND PROCEDURES MANUAL**

**FIRST EDITION  
January 1998**

**(Prepared by the Bylaws, Policies and Procedures Committee (BP&PC))**

**The Muslim Community Center, Inc.**  
15200 New Hampshire Avenue, Silver Spring,  
Maryland 20905

# MUSLIM COMMUNITY CENTER, INC.

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**January 1998**

Prepared by the Bylaws, Policies and Procedures Committee (BP&PC)

Approved by S. H. Durrani Date: 2/18/98  
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### **ADDENDUM: REVISIONS AND ADDITIONS**

(None in this Edition.)

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# POLICIES AND PROCEDURES MANUAL

## PREFACE

**Purpose and Scope.** This Manual is a compilation of the Policies and Procedures approved by the Board of Directors (BoD) and the Board of Trustees (BoT) that currently apply. The Policies and Procedures are subject to the Bylaws and provide guidelines for conducting the affairs of the MCC; they give details on certain points, and cover situations not addressed in the Bylaws. They are arranged in three topical groups: Financial, Operational, and Administrative. Other groups may be added as and when needed.

**Process.** The Manual was developed by the Bylaws, Policies and Procedures Committee (BP&PC), which reports to the BoD and BoT. The initial draft was prepared in August 1997 with a large amount of new material and some prior documents (dating back to 1983), which had not been formally approved. Three revised versions were submitted to the Boards for comments, finally leading to this document: the formally approved “First Edition” of the Policies and Procedures Manual.

**Approach.** The approach used in preparing the Manual is as follows:

- The P&P Manual is a top-level document. It is also a “living” document, in the sense that it may be frequently revised and updated by the two Boards.
- The Policies provide broad guidelines and fall primarily under the purview of the BoT. The Procedures provide details of how various functions are to be performed and fall primarily under the purview of the BoD. Procedures may be changed relatively easily in light of operating experience, with BoD approval.
- Charters for Committees shall be developed by the Board(s) appointing them. Detailed Procedures for individual Committees shall be developed by the Committees themselves. In cases where ad hoc Charters, Policies and Procedures exist, they shall be reviewed, updated, and formally approved by the appropriate Board(s) before being included in the Manual or its Supplementary Documents. (The BP&PC may be asked to assist in developing and reviewing this material.)

**Supplementary Documents.** An Employment Handbook, Committees Handbook, and other similar documents will be prepared as Supplements to the Manual, to address specific issues in more detail.

**Revisions and Addenda.** Items in the Manual may be revised from time to time, or new items may be added, with approval of a majority of the cognizant Board(s). After approval, the revised or new items shall be signed and dated by the President and BoT Chairman, and shall be maintained as Addenda to the Manual till a new edition is issued.

**New Editions.** New editions of the entire Manual may be issued periodically, at the discretion of the BoD and BoT, when a sufficient amount of new material has been developed and approved.

\* \* \* \* \*

**Acknowledgments.** Members of the Committee who prepared this Manual were: Dr. Jawaid Bashir, Dr. Sajjad H. Durrani (Chair), Mr. Asghar Elahi, Dr. Sheik Hassan, Mr. Rashid Makhdoom, Mr. Zaffer Mirza, Mr. Sabir Rahman, and Mr. Faraz Zubairi. Prior documents were written by Dr. Azizali F. Mohammad and Mr. Arshad H. Qureshi, whose valuable contributions are acknowledged.

# POLICIES AND PROCEDURES MANUAL

## POLICIES

### I. FINANCIAL POLICIES

#### 1.1 THE FINANCE COMMITTEE

The Bylaws assign primary responsibility for financial matters to the Trustees, while the Directors are responsible for operations, including preparing a budget and maintaining the accounts. Thus, the two Boards shall jointly establish a Finance Committee (FC) to assist them in carrying out their fiscal responsibilities. The FC shall include the Chairman of the Trustees, the President, the Treasurer, plus additional members appointed by the Boards. It shall report to both Boards, and shall review and make recommendations on all issues relating to the budget, capital and reserve funds, investments, borrowing, and other fiscal matters. Details of the charter and responsibilities of the FC are given in the Committees Handbook.

#### 1.2 GENERAL FINANCIAL POLICIES

1.2.1. Objective and Motivation. The objective of these policies is to protect the integrity and reputation of the MCC and its officers. MCC funds are a public trust, and extreme care must be exercised in expenditures, particularly when services and materials are being procured from contractors. No officers or members of MCC shall derive improper benefit from MCC funds, and any real or apparent conflict of interest must be avoided.

#### 1.2.2. Disbursements and Collections.

- (a) All funds of the MCC shall be disbursed in accordance with decisions of the Directors and Trustees to fulfill the objectives of MCC.
- (b) Payments shall be made by the Treasurer in accordance with established procedures only, which require evidence that expenses were approved by an authorized person before they were incurred.
- (c) All checks must be signed by two of the following three Officers: Treasurer, President, and BoT Chairman. The BoT Chairman must be one of the two signers for amounts of \$ 5,000 or more.
- (d) When soliciting funds for the MCC, it shall be clearly stated that checks or bank drafts, etc., should be made payable to the order of the MCC and not to an individual. Also, only the present address of the MCC shall be specified as the address to which the funds should be sent.
- (e) Receipts issued by the MCC must have the MCC address printed on them, and must be signed by the Treasurer or other authorized person.
- (f) Collection boxes for cash donations shall be kept locked and only authorized persons shall empty them periodically, in accordance with established procedures. Cash funds, when collected, shall be documented by a receipt or voucher which is duly signed and dated by the Treasurer (or other authorized person) and a witness.

### 1.2.3. Measures to Eliminate Conflict of Interest.

- (a) No Trustee or Director shall receive any salary or profit, direct or indirect, from the MCC. All Trustees and Directors shall provide their services free of charge.
- (b) No person by reason of office or membership becomes entitled to receive or share in the assets, property, or income of the MCC.
- (c) A Trustee, Director, or other member may be reimbursed for reasonable and actual expenses incurred in behalf of the MCC, subject to the procedures for approval and reimbursement of such expenses.
- (d) A relative of a Trustee or Director may be hired by the MCC and paid for services rendered, provided there is no conflict of interest. To comply with this requirement, the Trustee or Director concerned shall disqualify himself from all decision-making involving the award of a job, contract, or other financial benefit to his relative.
- (e) Members and their relatives may be hired by the MCC and paid for their services, provided prior approval of the BoD has been obtained.
- (f) Members and their relatives shall not be excluded from consideration when the MCC is awarding a contract for services or consultation, such as building repairs or improvements, insurance, legal or accounting services, printing, etc. They may be awarded a contract if they are found to be better than the other candidates under consideration (or as good as others who are non-members). However, a special effort shall be made in such cases to avoid any possible conflict of interest and to make sure that the MCC is receiving full value for its outlays, e.g., by obtaining multiple bids or other means. No such contract shall be awarded to a Trustee or Director, or to an organization in which a Trustee or Director has substantial interest.

### 1.2.4. Use of MCC Facilities for Financial Benefit.

- (a) Lease or rent of any part of the MCC buildings or grounds to an individual or an organization to run a commercial enterprise (whether on its own or under the auspices of the MCC) shall be permitted only after approval by Trustees and Active Members, as specified in the Bylaws. In negotiating the contract, the Directors and Trustees shall make every effort to secure the best possible terms for the MCC. If the individual or organization in question is in any way related to a Trustee, Director, or Member, this fact shall be clearly stated in the report seeking approval of Active Members.
- (b) A lease for any extended period (more than one week) free of charge shall also be considered a lease or rental, and it shall require approval by Active Members. However, permission to use the facilities for a short period (up to a week) free of charge may be granted by the BoT on recommendation of the BoD.
- (c) No sales or commercial activities are allowed in MCC buildings or grounds, unless such activities are authorized by the BoD and approved by the Trustees, and are for the benefit of the MCC.

## **1.3 POLICIES FOR HOLDING FUNDS**

1.3.1. Policy on Interest. It is well-known that “riba” is prohibited by the Quran, but scholars differ in their interpretation of what is covered by riba. Thus several religious scholars qualified from Al Azhar University hold the opinion that income from interest-bearing bank accounts (such as checking or saving accounts and certificates of deposit) or from investment in interest-bearing portfolios (such as bonds and securities) is not riba, while other scholars hold the opposite opinion. The MCC policy is to

accept such income and use it to support routine operations. To prevent any possible objection on religious grounds, interest income shall not be used for the construction or expansion of the Masjid; similarly, funds earmarked for the Masjid shall not be kept in interest-bearing accounts or investments (but they may be invested in mutual funds or other financial instruments which do not produce interest income).

1.3.2. Accounts and Investments. All funds of the MCC shall be held and maintained in one or more bank accounts, certificates of deposit, or investments in financial portfolios, subject to approval of the Trustees. No investments shall be made in speculative ventures. Approval of Active Members shall be obtained for those investments where such approval is required by the Bylaws.

1.3.3. Treasurer and Accountant. The Treasurer shall maintain the accounts and submit monthly and quarterly reports to the BoD and BoT showing details of transactions and account balances, as further detailed in the Procedures. The Treasurer shall be assisted by a qualified volunteer and/or a paid book-keeper or accountant (individual or firm) to do most of the routine book-keeping and accounting work. The Treasurer shall ensure that various reports and tax payments are submitted to state and federal authorities on schedule, and insurance premiums and other payments are made when due.

1.3.4. General and Special Funds. The total MCC funds are broken down into General Funds and Special Funds. The primary sources of General Funds are membership dues, general "unrestricted" donations, fundraising events, hall rentals, investment income, etc. Special Funds (sometimes called "Restricted" Funds) are funds earmarked for specific purposes, such as Masjid Fund, Zakat and Fitra Fund, etc. (Sadaqa, which is usually meant for general charity, may be considered either a general donation or a Special Fund.) The Treasurer shall show the Special Funds separately from General Funds in his reports.

1.3.5. Operational and Capital Reserves. After excluding the amount budgeted for routine operations, a part of the remaining available General Funds shall be put in an Operational Reserve Fund, and another part shall be put in a Capital Reserve Fund, while leaving the balance in the General Fund. The amounts to be put in the Reserve Funds shall be determined by the BoT, with advice of the Finance Committee.

#### **1.4 POLICIES FOR INVESTMENTS**

1.4.1. Financial Portfolios. A part of the General Funds, and a part of the Capital Reserve Fund, may be invested by the BoT in financial portfolios, such as mutual funds, stocks and other financial instruments. However, because of their inherent risk, such investments must be made extremely judiciously, after consultation with a professional financial advisor and review by the Finance Committee. The Special Funds, amounts budgeted for routine operations, and the Operational Reserve Fund must be kept fluid, and should not be invested in any long-term or risky portfolio.

1.4.2. Limits on Investments. The amount held in an investment portfolio whose value is subject to risk shall not exceed 25 per cent of the total cash assets (including all Special Funds, Reserve Funds and general funds) in the beginning of the fiscal year. Thus, no additional investments in such portfolios shall be made in any year if the portfolio already equals or exceeds 25 per cent of the total cash assets. If, however, the value of the existing portfolio increases due to appreciation, then it will not be necessary to reduce the portfolio to keep it within the 25 per cent ceiling.



## 1.5 POLICIES FOR BORROWING

1.5.1. Reasons and Approvals for Borrowing. MCC shall borrow funds only for major projects, and only after successive reviews and approvals by the Finance Committee, the two Boards, and Active Members. Normally, the amount borrowed shall not exceed 30 per cent of the estimated cost of the project.

1.5.2. Types of Loans. MCC shall borrow preferably through interest-free loans from members. The loans may have a specified repayment schedule, or they may be Qard-e-hasana (which does not have a firm repayment date, and may be changed to donations over a number of years, at the lender's discretion).

## 1.6 POLICIES FOR LENDING BY MCC

1.6.1. General. The MCC resources are to be used to support its religious, educational, and charitable purposes. Although the MCC is not a lending institution, a portion of its resources may be used to give loans to organizations or needy individuals, consistent with its purposes. Such loans shall be interest-free, because the MCC does not wish to benefit from giving the loan. Funds for the loans shall be taken from Sadaqa and general funds, not from any Special Fund which is earmarked for other purposes.

1.6.2. Types of Loans and Promissory Notes. MCC shall give two types of interest-free loans: Qard-e-hasana or Ordinary loans. A Qard-e-hasana is an interest-free loan which has an expected (but not firm or rigorous) repayment schedule, and is written off as a donation if the borrower cannot repay it. An ordinary interest-free loan is given with a firm specified repayment schedule, and may require a collateral or a cosigner to guarantee repayment. For all loans, the borrower shall be required to sign a promissory note stating his obligation to repay the amount and the repayment schedule. (See Procedures for details.)

1.6.3. Loan Approval. Loans must be approved by the BoD and BoT on the recommendation of the appropriate Committee -- normally the Religious Affairs Committee for loans using Sadaqa donations, or the Finance Committee for loans using general funds. In an emergency, the President and the BoT Chairman may approve a loan of up to \$ 1,000, after consulting the Directors and Trustees.

1.6.4. Criteria for Loans. Loans may be given to organizations or individuals, after due consideration of two criteria: the borrower's need, and his ability to repay the loan in a timely manner. For an organization, typical cases of "need" are when it is building a masjid or some other project, has used its own funds for a major part (say 90 per cent) of the cost, and needs a loan to complete the rest. For an individual, typical cases of "need" are where he/ she has lost a job, has had serious illness or accident in the family, or is faced with some other emergency. (See Procedures for how to determine need, assess repayment ability, verify facts, and other considerations.)

1.6.5. Limits on Loan Amounts and Repayment Schedules. The maximum amount to be loaned to an organization is \$ 10,000, with repayment in 1 to 3 years. The maximum amount to be loaned to an individual is \$ 2,000, with repayment in 6 months to 1 year. The total amount of outstanding loans at any time shall not exceed 10 per cent of the general fund.

## 1.7 POLICIES FOR DONATIONS BY MCC

### 1.7.1. General Constraints.

- (a) No donation or contribution shall be made from MCC funds for a political purpose or to influence legislation. (IRS regulations allow such expenses by a tax-exempt organization, if they are a small fraction of its total expenditures; however, the MCC has decided not to make any such donations.)
- (b) Donations to individuals or organizations abroad shall be made only after ensuring that they comply with IRS regulations. This requires due scrutiny of the recipient's needs and credentials, and ensuring that the donation will be used for purposes consistent with religious, educational and charitable purposes of the MCC, which qualify it for tax-exemption under Sec. 501(c)(3) of the Internal Revenue Code.

1.7.2. Donations from Fitra and Sadaqa Funds. MCC shall accept donations earmarked for Fitra and Sadaqa, and shall distribute them through the Religious Affairs Committee, or its Fitra, Sadaqa, and Zakat Subcommittee, in accordance with the Quran and the Sharia' (Islamic Law).

- (a) Fitra should be distributed as soon as possible, so as to allow needy individuals to celebrate the Eid. Preferably, the total amount of Fitra received should be distributed within a week after it is received.
- (b) Sadaqa is a general donation, which may be used for any worthy charitable cause. It does not have to be distributed immediately. MCC may use the Sadaqa to support its operations and activities, or to give donations or loans to deserving individuals and organizations.

1.7.3. Donations from Zakat Funds. MCC shall accept donations earmarked for Zakat and shall distribute them through the Religious Affairs Committee, or its Fitra, Sadaqa, and Zakat Subcommittee, in accordance with the Quran and the Sharia' (Islamic Law).

- (a) Zakat should be distributed only to individuals or organizations who qualify to receive Zakat funds. The Quran specifies that Zakat can be used for (1) the poor, (2) the needy, (3) administration of these funds, (4) converts who need support, (5) ransom of captives, (6) those in debt, (7) wayfarers in need, and (8) causes in the way of Allah.
- (b) According to scholars from Al Azhar University (including Imam Abdul Rauf of the Islamic Center of Washington, D.C.), the operation of a religious, charitable or educational institution qualifies for Zakat as a "cause in the way of Allah." Thus, it is MCC policy to retain up to 50% of the Zakat funds for MCC operations, and to donate the remaining funds to needy individuals and organizations.

### 1.7.4. Administration of Fitra, Sadaqa, and Zakat Funds.

- (a) Since Fitra, Sadaqa, and Zakat are unbudgeted items, authority to incur expenses from these funds rests primarily with the Trustees. Therefore, the entity (Committee or Subcommittee) which has the authority to distribute these funds shall include at least one Trustee.
- (b) The entity with authority to distribute Fitra, Sadaqa, and Zakat funds shall be allocated \$ 5,000 of such funds. It shall submit a report to the BoT after it has distributed this amount, and if the BoT is satisfied with the report, it may release another \$ 5,000; this process shall be repeated till all such funds for the year are used up.

- (c) This entity shall develop procedures for review and action on applications for donations from such funds, especially for Zakat donations. The procedure shall include verification of the applicant's need and whether he qualifies for Zakat, normal limits on the amount donated to one person or organization, handling of emergency situations, and related matters. Special care shall be exercised to maintain confidentiality and to avoid any real or apparent conflict of interest.

## POLICIES (Contd.)

# II. OPERATIONAL POLICIES

## 2.1 GENERAL OPERATIONAL POLICIES

2.1.1. Objective. The Bylaws spell out the respective roles of the Trustees and Directors, require that the two bodies work in harmony, and contain a brief discussion of issues relating to Committees. The objective of the Operational Policies is to provide additional guidelines for these items.

### 2.1.2. Roles of Trustees, Directors, and President.

- (a) The Trustees shall develop goals and long-term strategies for the MCC. They shall periodically review and update these, in light of circumstances and discussions with Directors and Active Members.
- (b) The Directors shall be responsible for implementing various programs under the guidelines provided by Trustees. They shall keep the Trustees informed of their plans and activities, and shall seek guidance of Trustees on major issues, including any issues specified by Trustees as requiring consultation.
- (c) The BoD as a whole shall be responsible for implementation and operations, while the President shall exercise general supervision of the day to day activities. Thus, the role of the President is to carry out the decisions of the BoD and to supervise day to day activities. The President shall not make any decisions that properly belong to the full BoD, and shall not speak or act in behalf of the BoD without proper consultation. The President may delegate some of his responsibilities to the Vice President (if the BoD has elected a VP).
- (d) In an emergency, the President and/or BoT Chairman may take appropriate action in anticipation of approval by the BoD and/or BoT for matters that fall in their respective jurisdictions.
- (e) Roles of Committees. The BoD and BoT may establish separate or joint Committees, determine their charters and responsibilities, and appoint their Chairmen. The primary function of the Committees is to do the detailed legwork and develop plans of action for various items assigned to them. A Committee shall proceed with implementation only after express approval by the appointing Board(s). The Board(s) may authorize implementation of a limited task or a sequence of tasks, instead of a complete project, and may require a report at the completion of various steps before authorizing further implementation.

## 2.2 POLICIES FOR MEETINGS OF TRUSTEES, DIRECTORS, AND COMMITTEES

### 2.2.1. Regular Meetings of Trustees, Directors, and Committees.

- (a) All regular meetings of the Trustees shall be open to participation by Directors, and vice versa. Participation means the ability to express views and take part in discussion, without the right to vote or to make a motion. Notice of the time, place, and subject of a meeting of the BoT shall be given to the President (or in his absence, to the Secretary) at least two days before the meeting, unless the meeting is being called on an emergency basis, in which case the notice shall be given as promptly as possible. Similar notice of meetings of the BoD shall be given to the Chairman of the Trustees (or in his absence, to another Trustee).

- (b) All meetings of the Committees shall be open to participation by Trustees and Directors, regardless of whether or not they are members of the Committee. Participation means the ability to express views and take part in discussion, without the right to vote or to make a motion. Committee meetings shall also be open to attendance by Active Members.
- (c) All regular meetings of Trustees, Directors, and Committees, shall be open to attendance (as distinct from participation) by Active Members. An Active Member may participate in discussion only if he is invited or permitted to do so by the person chairing the meeting; however, participation does not include the right to make a motion or vote in Board or Committee meetings. Minutes of all regular meetings of the Boards and Committees shall be open to inspection by Active Members.

2.2.2. Executive Sessions. The BoT and BoD may hold Executive Sessions, if the topics to be discussed are considered "sensitive" or "confidential" by the particular Board. Typical examples are when an individual's privacy is involved (appointments, terminations, removal from membership or office, etc.) or when the MCC position vis a vis an outside organization is to be developed. Attendance in an Executive Session shall be limited to only members of the particular Board and to others invited by the Chair. The agenda of the Executive Session need not be published ahead of time, and distribution of the full minutes of the Executive Session may be limited to only members of the particular Board involved. However, decisions taken in the Executive Session must be reported in an open document and must be available to both Boards as well as to Active Members. A Committee may hold an Executive Session only with the approval of the Board that appointed it; policies about attendance, agenda, and minutes for such sessions shall be similar to those for Executive Sessions of the Boards.

2.2.3. Informal Meetings. The BoD, BoT, and Committees may hold informal meetings to exchange ideas on issues to be discussed at future formal meeting, or to identify new issues. Because of their nature, such meetings may be held without general notice, and it is not necessary to maintain their minutes; by the same token, any decisions taken in these meetings shall be treated as informal and non-binding.

## **2.3 POLICIES FOR GENERAL AND SPECIAL MEETINGS**

2.3.1. The Annual Meeting. The Bylaws require that the Annual Meeting be held during the last two weeks of March. Normally it shall be held on the fourth Saturday of March. However, the BoD may choose to hold it on a different date in the second half of March, subject to concurrence of the BoT.

2.3.2. General Meetings. At least one additional General Meeting of Active Members shall be held in each calendar year besides the Annual Meeting. This meeting shall be held typically between September and December, and its date shall be determined jointly by the BoD and BoT. The purpose of this meeting is to allow members to hear progress reports, exchange ideas, and give guidance to the two Boards.

2.3.3. Special Meetings. The BoT or the BoD may call a Special Meeting to address specific issues. Policies and procedures regarding the meeting notice, voting eligibility in view of the requirement of 12 months of prior membership, absentee ballots, etc., shall be similar to those applicable to the Annual Meeting.

## 2.4 POLICIES FOR THE NOMINATING COMMITTEE AND ELECTIONS PROCESS

2.4.1. The Nominating Committee. The NC consists of a Chairman elected in the previous Annual Meeting, a member appointed by the BoD, and a member appointed by the BoT, as specified in the Bylaws. The NC shall attempt to get unanimous agreement on all its decisions, but if this is not possible, decisions shall be taken by majority vote. Responsibilities of the NC include those assigned to it in the Bylaws -- namely soliciting nominations for various positions at the Annual Election, scrutinizing the validity of nominations, and presenting a report to the BoD before the meeting -- plus additional duties that may be assigned to it by the two Boards. Detailed procedures for carrying out these responsibilities and duties shall be developed by the NC and approved by the two Boards. The NC shall also conduct the election process, i.e., issue, receive, and count absentee ballots and regular ballots, and report the balloting results to the Annual Meeting. The NC may co-opt a number of volunteers to assist it in the distribution, collection, and counting of ballots.

2.4.2. Election Process. The Elections shall be conducted during the Annual Meeting by the Nominating Committee (NC), in accordance with established procedures. The procedures shall have the objective of ensuring a fair, open and transparent election, and shall be developed by the NC in collaboration with the BP&PC, and approved by the two Boards. The procedures shall specify the steps in the election process and their schedule, such as: (a) issue a call for nominations, (b) make a list of members who are eligible to run for various positions, post it on a notice board, and rectify any errors that may be found, (c) receive the nominations, (d) verify if the nominees are willing to run, (e) prepare a list of nominees who are eligible and willing to run, and report it to the BoD before the election meeting, (f) issue and receive absentee ballots to members, and receive them back before the election meeting, (g) solicit and validate additional nominations from the floor during the election meeting, (h) distribute and collect regular ballots in the election meeting, (i) count the absentee and regular ballots, (j) report the results, etc. The candidates shall be invited to appoint Observers to monitor the balloting and counting procedures to ensure a fair and open election. Absentee ballots must be picked up personally or requested by mail, and must be returned personally or by mail so as to reach the NC no later than 24 hours before the start of the Annual Meeting, in accordance with detailed procedures established by the NC.

2.4.3. Eligibility Criteria. The NC shall establish procedures and criteria to be used in scrutinizing and validating the eligibility of candidates for the office of Director, get them approved by the two Boards, and apply them strictly and fairly in all cases. In particular, the NC shall follow decisions of the Boards when determining service on a Committee, the length of such service, and length of Active Membership:

- (a) For service on a Committee (including a School Committee), the list of Committee Members submitted by the Committee Chairs or the School Principals shall be treated as correct, unless there is a dispute (in which case see the next paragraph).
- (b) For service on a Committee, a "year" is considered to be equivalent to 9 months of service during the preceding 12 months. Credit for a year of service may be received by serving on two or more committees in sequence (but not simultaneously) for fractions of a "year."
- (c) For the required duration of Active Membership, any prior Active Membership shall be ignored if it was followed by a break of more than one year in membership.

(For Trustee, the requirements are easily verified if the candidate has served as a Director for 3 years.)

2.4.4. Resolving Disputes. In cases where the NC cannot come to a unanimous decision regarding the eligibility of a candidate, the matter shall be referred to the President for Committees of the BoD and Schools, or to the Chairman of the BoT for Committees of the BoT. The decision of the President or the Chairman of the BoT shall be binding on the NC. However, the decision may be challenged in the Annual Meeting, and certain nominees may be added or deleted from the list of eligible candidates by a two-third majority of the Active Members present and voting.

## **2.5 POLICIES FOR COMMITTEES, PROJECTS, AND APPOINTED POSITIONS**

2.5.1. Committee/ Project Creation and Reporting. The Bylaws stipulate a minimum of seven Standing Committees: Buildings & Facilities, Education, Fundraising, Membership, Nominating, Public Relations, and Social & Cultural Committees. The President and the BoT Chairman may create or establish additional Committees and Projects, separately or jointly, with the approval of the corresponding Boards. The creation of a new Committee or Project and its Charter and Responsibilities shall be recorded in the minutes of the cognizant Board(s), and shall be included in the Committees Handbook for ready reference. A Committee or Project shall report to the Board(s) which created it, and shall submit status reports as required by the Board(s).

2.5.2. Committee/ Project Chairman. The President/ BoT Chairman shall submit the name of the proposed Chairman of the Committee or Project to the Board for approval. Preferably, the Chairman of a Standing Committee (except the Nominating Committee, whose Chairman is directly elected) shall be a current or past Director or Trustee, i.e., someone who holds or has held an elected position. The Chairmen of other Committees or Projects may be from within or outside the Boards. Chairmen of all Committees/ Projects must be Active Members of the MCC in good standing. The President/ BoT Chairman may not assign the Chair of more than one Committee or Project to a Director/ Trustee as long as some members of that Board are without such assignment.

2.5.3. Committee/ Project Composition. Within thirty (30) days after approval of the proposed Chairman, the Chairman shall submit a list of the names of his Committee or Project members (a majority of whom must be Active Members of the MCC), a work plan, time schedule for completing the assignment, and budget allocation request, if any. The BoD/ BoT shall discuss and approve the plan and the budget with modifications, if necessary.

2.5.4. Expenditures and Accounts. Approval of a Committee/ Project budget does not mean automatic approval of expenditures. Requests for proposed expense must be submitted to the President for approval before checks can be issued. Committees/ Projects are not allowed to open bank accounts or hold cash (beyond petty cash) without specific permission of both the BoD and BoT. The Committee/ Project shall maintain its accounts and submit periodic reports, as detailed in the Procedures.

2.5.5. Disciplinary Action. The President or BoT Chairman may take disciplinary action, including removal of the Chairman or a member of a Committee or Project, subject to approval of the cognizant Board. Such action can be taken only for non-performance of the assigned task, or for not attending several meetings during the year. A year for this purpose starts when the Committee or Project Chairman is appointed, and ends thirty (30) days before the next following Annual General Body Meeting.

#### 2.5.6. Term Limits for Appointed Leadership Positions.

- (a) Reason. The MCC depends on its volunteer members to provide services to the community, and therefore members are encouraged to participate in and lead various Committees and Programs. At the same time, it is important to offer leadership roles to as many members as possible who are willing and able to take on the responsibility. Thus, a periodic change of persons holding leadership positions is desirable to allow broader participation and to infuse fresh energy and new ideas. This policy is in keeping with the spirit of the Bylaws, which impose term limits for Directors, Trustees, and President.
- (b) Durations of Appointment and Reappointment. An individual may be appointed to the position of a Committee Chairman or similar leadership position for a one year term, renewable for no more than two additional one-year terms. After serving three consecutive years, he may be reappointed to that position only after a break of at least one year. However, he may be appointed to another leadership position without a one-year wait.
- (c) Positions Covered. The leadership positions covered by this policy are: Chairmen of Committees appointed by the BoD and BoT, Principals of the Week-end schools, Sponsors of various Programs (such as Youth Programs, Summer Camps, etc.), Project Managers of construction projects, and similar positions. In case of doubt whether a particular position is subject to term limit, the decision of the particular Board responsible for the appointment shall be final.

## **2.6 POLICIES FOR MEMBERSHIP AND MEMBERSHIP LISTS**

2.6.1. General. It is MCC policy to invite and encourage membership in the organization. The Bylaws provide two types of membership by application -- Associate Member, and Active Member -- with different criteria, rights and privileges, and dues. Individuals who are marginally interested in participating or volunteering to help in various MCC programs, or whose visa status does not qualify them to be Active Members, may be accepted as Associate Members initially; their status may be changed to Active Members after a year if they so desire and if they meet other criteria for Active Membership.

Applications for membership are processed by the Membership Committee (MC), and final decisions are made by the BoD. A major responsibility of the MC is to develop criteria and procedures to process the applications and to get the applications approved by the BoD.

2.6.2. Membership Lists. The Membership Committee (MC) shall maintain a list of all Active Members in good standing (i.e., Active Members who have paid their dues for the current year), and shall update the list every three months. The MC shall prepare a List of Eligible Voters -- i.e., Active Members in good standing as of the deadline for membership renewal that year -- and shall post this List on a notice board by March 1. After correcting any errors that are brought to its attention, the MC shall prepare the Final List of Eligible Voters. The Secretary shall use this list as the primary source (with additional inputs from the President and the Treasurer, if any) to prepare a certified list of Active Members in good standing, as required in the Bylaws.



## **2.7 POLICIES FOR NON-SPONSORED ACTIVITIES**

**2.7.1. General.** It is MCC policy to support activities of sister Islamic organizations by publicizing their programs. MCC also welcomes the use of its facilities to serve the community, and encourages volunteers to organize religious, educational, social and cultural activities and sports programs. Thus, MCC may allow certain "non-sponsored activities" to be conducted at MCC premises, i.e., activities that are not sponsored by the MCC and whose content is not controlled by the MCC. Permission to conduct such activity does not imply that it is endorsed by the MCC, or that MCC accepts any responsibility for it. It only signifies that the activity is deemed appropriate as a service to the community, and it may be conducted at the MCC premises, subject to compliance with approved procedures and rules.

**2.7.2. Procedures and Rules.** The MCC Board of Directors (BoD) has the responsibility to ensure that activities conducted at the MCC are consistent with its charter, and that MCC facilities are not used free of charge for personal or commercial profit. Therefore, the BoD shall develop and adopt appropriate procedures and rules that apply to non-sponsored activities at MCC premises. The rules may include payment of a certain fee by the organizers, or a share of the proceeds if the activity is income-producing.

**2.7.3. Enforcement of Rules.** Copies of the Rules shall be posted in the Mosque and the Main Building, and all parties are requested to cooperate in their implementation. The President and Chairmen of appropriate Committees identified in the Rules shall be responsible for ensuring that the spirit and the letter of the Rules are strictly observed. The appropriate Committee Chairman shall have the authority to interpret the Rules; however, if the organizers do not agree with his interpretation, they may appeal to the President for review, and the President's decision shall be final.

## **POLICIES (Contd.)**

### **III. ADMINISTRATIVE POLICIES**

#### **3.1 THE ADMINISTRATION COMMITTEE**

The Bylaws assign primary responsibility for financial matters to the Trustees, while the Directors are responsible for operations. "Administration" is defined to include matters relating to employment and staffing, running a full-time school, procurement of goods and services, award of contracts, retention of professional consultants, etc., all of which involve financial as well as operational issues. Therefore, the two Boards shall jointly establish an Administration Committee (AC) to assist them in carrying out their responsibilities. The AC shall include the BoT Chairman, President, Treasurer, Secretary, plus additional members appointed by the Boards. It shall act on behalf of the two Boards on administrative matters, and shall review such issues and make recommendations to the Boards, as appropriate. Details of the charter and responsibilities of the AC are given in the Committees Handbook.

#### **3.2 GENERAL ADMINISTRATIVE POLICIES**

3.2.1. Scope. Administrative policies shall cover issues concerning employees, contractors, and professional consultants (such as Legal Counsel, Financial Advisor, Auditor, Engineer/ Architect), and others who are paid for services rendered. Some Policies are outlined in the following Sections; they need to be expanded and new Sections have to be added as the need arises. Note that several positions, such as Imam, Youth Counselor, Teacher, Summer Camp Coordinator, Custodian, etc., may fall in the category of Employee or Contractor; in these cases the appointment letter shall specify the category.

3.2.2. Approval and Implementation. Administrative Policies shall be approved by the BoT, while Administrative Procedures shall be approved by the BoD with concurrence of the BoT. Implementation of Administrative Policies and Procedures is the responsibility of the Administration Committee, working in behalf of the BoD, and subject to oversight by the BoD and BoT.

#### **3.3 POLICIES FOR EMPLOYMENT**

3.3.1 Employment Handbook. All matters concerning paid positions shall be covered in a document called "Employment Handbook," which is prepared by the BP&PC and approved by the Administration Committee on behalf of the BoD and BoT. It shall contain policies and procedures relating to hiring and firing, performance reviews, promotions, benefits (health insurance, vacation, sick leave, etc.), disclaimers, and other personnel matters.

3.3.2 Appointments and Terminations. Appointments to, as well as termination of, paid positions shall be made by the President, subject to approval of the BoT Chairman. The President and BoT Chairman shall consult with their respective Boards and obtain their concurrence before making these decisions; to avoid delays, such concurrence may be obtained by telephone or in a joint meeting of the two Boards. In case of urgency, the President may make a provisional appointment or may suspend an employee, subject to future approval of the BoT Chairman and concurrence of the two Boards. An employee's appointment letter shall specify the nature of work, hours of work per week, salary, benefits (insurance, vacation, sick leave, etc.) and other terms and conditions; it shall also state the person to whom the employee will report. (An employee shall normally report to the President directly or through a designated person, who may be the cognizant Committee Chairman or another employee.)

**3.3.3. Hiring Process.** Policies and procedures shall be developed to describe the hiring process, including preparation of a job description, statement of the required qualifications, selection criteria, and other relevant conditions. The best available persons shall be selected for any paid positions, after appropriate search or announcements, review of the qualifications of applicants, interviews, etc. Selections shall be made without regard to race or national origin. Certain positions, such as the Imam, shall be filled by men only, consistent with Islamic tradition. Special care shall be taken to avoid actual or apparent conflict of interest or nepotism. (See the Procedures section for details of hiring procedures.)

### **3.4 POLICIES FOR CONTRACTS**

**3.4.1. Contracts and Contractors.** A contract obligates a contractor to perform a certain task for a specified amount of money and within a specified time. Examples of contractors are an accounting firm (or an accountant who is not an MCC employee but performs the service under contract), a person or a company who carries out repair or maintenance jobs, or a building contractor for a construction project. (A purchase order to buy equipment or materials is not a "contract" for the purpose of this Section.)

**3.4.2. Contract Awards.** A contract for up to \$ 1,000 may be signed by the President without consulting the BoD, if the item is included in the approved budget. A contract above \$ 1,000 but up to \$ 5,000 shall be signed by the President after approval by the BoD and concurrence of the BoT Chairman. A contract exceeding \$ 5,000 shall be signed by both the President and the BoT Chairman, after approval by the two Boards. Contracts with builders, engineers, and architects for amounts exceeding \$ 5,000 shall be reviewed by the Legal Counsel before they are awarded.

**3.4.3. Contract Manager.** The President shall designate an individual as the Contract Manager (CM) for each contract. For a contract above \$ 5,000, the President shall name the CM only with the approval of the BoT Chairman. The CM shall normally be the cognizant Committee Chairman or Project Manager; he shall have the authority to give day-to-day direction to the Contractor, approve completion of certain portion of the work and recommend payments, and authorize routine changes in direction or changes in work-orders. However, any changes which are "significant" in the opinion of the President or the BoT Chairman must receive his/their approval before the CM authorizes or directs the Contractor to implement them.

### **3.5 POLICIES FOR PROFESSIONAL CONSULTANTS**

**3.5.1. Professional Consultants.** Services of a Professional Consultant (Legal Counsel, Financial Advisor, Auditor, Engineer/ Architect, etc.) can be retained or terminated only under the signature of both the President and the Chairman of Trustees, after approval by the BoD and BoT. Appointments of Professional Consultants shall be made after diligent search by the Board(s) and due consideration of their fees. Preference shall be given to Muslim professionals.

### 3.6 POLICIES FOR THE FULL TIME SCHOOL

3.6.1. Establishment of a Full Time School. MCC shall establish and operate a Full Time School at the MCC, in conformity with the MCC bylaws and MCC's tax-exempt status under county, state and federal laws.

3.6.2. Full Time School Committee (FTSC). A Full Time School Committee shall be appointed to supervise school operation. The FTSC shall consist of two Trustees (appointed by the BoT Chairman with approval of the BoT), and two Directors (appointed by the President with approval of the BoD), plus up to three additional members. One of the Trustees or Directors shall be appointed as FTSC Chairman; the appointment shall be made by the President with approval of the BoD, subject to ratification by the BoT. The 1 to 3 additional members of the FTSC must be Active Members of MCC; they shall be selected by the FTSC Chairman, with concurrence of the other Trustee(s) and Director(s) serving on the FTSC. The Principal of the Full Time School shall be an ex-officio member of the FTSC without a vote in the Committee. The FTSC shall report to both Boards (BoD and BoT).

3.6.3. Responsibilities of the FTSC. The FTSC shall oversee the operation of the Full Time School, while the Principal runs the school. The FTSC Chairman shall be the link between the FTS and the BoD on all matters relating to the school; the Principal may help the Chairman in his interaction with the BoD, as needed. The FTS Committee shall be responsible to:

- (a) Prepare job descriptions, terms and conditions for salary, benefits, etc., and policies and procedures for school employment, for approval of the BoD;
- (b) Select a name for Principal and recommend him to the BoD and BoT for appointment;
- (c) Review the Principal's recommendations for selection of teachers and support staff (such as teacher's aides or administrative assistant) and forward suitable names to the President for appointment;
- (d) Prepare an annual budget for the School in consultation with the Principal and forward it to the President in time for inclusion in the overall MCC annual budget;
- (e) Monitor the Principal's performance so as to ensure compliance with approved policies and procedures and budget;
- (f) Review and approve changes or additions to the curriculum as proposed by the Principal, in consultation with experts in the field; and
- (g) Provide guidance and support to the Principal and the school personnel, as needed.

3.6.4. Appointment of the Principal and School Staff. For Principal, the FTSC shall select and nominate a candidate in accordance with the Procedures for the Selection of Principal, and shall forward the name to the BoD and BoT. If the BoD approves the appointment and the BoT concurs, the President shall issue the appointment letter. If either Board opposes the appointment, the FTSC shall be required to propose a fresh candidate.

All other school staff (teachers and support personnel) shall be selected in accordance with the Procedures for Selection and Appointment of School Staff. The Principal shall forward

recommendations for appointments to the FTSC. If the FTSC does not approve a recommended candidate, it shall ask the Principal to recommend an alternate. The FTSC shall forward the names of candidates approved by it to the BoD; the President shall sign the appointment letters after the BoD's approval. For temporary and hourly employees, the FTSC Chairman may make the appointments with FTSC concurrence; he will also provide relevant information about such appointments to the President.

All appointment letters shall contain information about duties, salary, and other personnel matters, in accordance with MCC Employment Guidelines.

Termination of school staff can be initiated only by the Principal, who shall recommend such action to the FTSC. The BoD shall have the final authority for termination of school staff. Termination of the Principal's appointment may be initiated by the FTSC and recommended to the BoD and BoT. The termination letters shall be signed by the appointing officer(s) in consultation with the FTSC.

3.6.5. Accounts. The MCC Treasurer shall maintain a separate account or line item for the Full Time School. All tuition fees shall be received by the MCC Treasurer, and all salaries and other expenses shall be paid by the MCC Treasurer. For operational convenience, the MCC Treasurer shall provide petty cash to the Principal up to an amount to be determined by the FTSC and approved by the BoD.

## PROCEDURES

### IV. FINANCIAL PROCEDURES

#### 4.1 GENERAL FINANCIAL PROCEDURES

4.1.1. Objective. These procedures provide the ground rules for Committees and individuals who incur expenses in behalf of the MCC. Compliance with the procedures will help expedite payment and reimbursement of claims.

4.1.2. Budgeting and Approval. Each Committee Chairman and other individual responsible for an activity shall prepare a budget showing the estimated expenses for various activities, and shall submit to the BoD for approval. The BoD shall review, amend if necessary, and approve the budget of a Committee or activity provided it is within the Operating Budget approved by the Active Members. Approval of the Trustees shall also be necessary for expense items exceeding \$ 5,000.

4.1.3. Commitments. No one is authorized to make a financial commitment or make a payment in behalf of the MCC, unless the item has been specifically approved by the BoD or is generally included in the budget for a Committee or activity approved by the BoD.

4.1.4. Other Conditions. Approval of the budget is not a license to spend. Other conditions must also be met, as stated in Sections 6.2 and 6.3. In particular, the following conditions should be noted.

- (a) For items costing between \$ 100 and \$ 1,000, approval of the President is required before ordering.
- (b) For items costing between \$ 1,000 and \$ 5,000, three quotations and approval of the BoD is needed.
- (c) For items costing above \$ 5,000, a procurement notice has to be prepared, and approval of both BoD and BoT is needed.

4.1.5. Constraints. The BoD may specify certain constraints (e.g., quality, delivery, time, cost limits, etc.) for certain major items and authorize a Committee to use its judgment in placing the final orders without having to come back for approval.

4.1.6. Emergencies. In an emergency, the President or the Chairman of the Trustees may allow a Committee to incur expenses or to undertake commitments up to \$ 1,000, in anticipation of the BoD approval. If the amount exceeds \$ 1,000, the President may call an emergency meeting of the BoD or obtain the Board's approval by telephone.

#### 4.2 PROCEDURES FOR RECEIPT AND DEPOSIT OF CASH DONATIONS

(See existing Procedures, developed by the Treasurer)

### **4.3 PROCEDURES FOR LENDING BY MCC**

**4.3.1. Required Details.** An institution or an individual who applies for a loan must provide the following details: Name, address, telephone number, reason for the loan request, amount requested, proposed repayment schedule, and appropriate supporting evidence as to the need and the ability to repay.

**4.3.2. Approval Process.** The loan application shall be processed by the appropriate MCC Committee, and the Committee shall recommend action to the BoD (approval of the full amount requested, partial approval, rejection, need for further investigation, etc.). The BoD may be asked to act on the recommendation in its next scheduled meeting, or in case of an emergency, the President may poll the BoD to get their approval. Approval of the BoT is needed if the loan exceeds \$ 5,000.

**4.3.3. Decision and Follow-up.** The President shall authorize payment if the loan is approved by the BoD, and the Treasurer shall issue a check and secure a promissory note from the borrower. If the loan is not approved, the President (or the cognizant Committee Chair) shall write to the loan applicant stating the decision and its reasons.

### **4.4 PROCEDURES FOR DONATIONS BY MCC**

(See existing Procedures for Donations from Fitra, Sadaqa and Zakat Funds)

## PROCEDURES (Contd.)

### V. OPERATIONAL PROCEDURES

#### 5.1 GENERAL OPERATIONAL PROCEDURES

##### 5.1.1. Procedures for Trustees.

- (a) According to the Bylaws, the Trustees shall elect their officers within 15 days after the Annual Meeting. The office of Chairman is mandatory; they may opt to elect additional officers, such as Vice Chairman and Secretary. However, the Trustees shall not elect a Treasurer for their body.
- (b) The Chairman of the Trustees may appoint any Committees that are needed for the work of the BoT, with BoT concurrence. He may also assign specific responsibilities to individual Trustees, with BoT concurrence, to develop the BoT position on issues of interest to the BoT.
- (c) The Trustees shall develop and issue their guidelines for goals and strategies to the Directors within two weeks after the election of the Chairman.

##### 5.1.2. Procedures for Directors.

- (a) According to the Bylaws, the Directors shall elect their officers within 15 days after the Annual Meeting. The offices of President, Treasurer, and Secretary are mandatory; they may also opt to elect additional officers, such as Vice President, Assistant Treasurer, and Assistant Secretary, etc.
- (b) The Directors shall meet within two weeks after the election of the President to approve the appointments by the President of individuals or Committees to perform specific responsibilities.

##### 5.1.3. Procedures for Board Meetings.

- (a) The President shall, within one month after his election, present to the Board a schedule of all "regular" meetings to be held during the year. The list of regular meetings shall be posted on the bulletin board and published in the MCC Newsletter. "Special" meetings may be added as and when needed.
- (b) Meetings will be conducted in accordance with generally accepted procedures for meetings. Robert's Rules will be followed where possible and appropriate, but will not be binding.
- (c) Minutes of each meeting will be presented at the following meeting for approval. A copy of the approved minutes shall be posted on the bulletin board and a suitable summary may be published in the MCC Newsletter.
- (d) A Director may request the President before a meeting to include a certain item in the agenda. At the beginning of a meeting, the President shall ask for adoption of the agenda, at which time additional items may be included and the sequence of various items may be rearranged, if so desired by the Board.
- (e) If an item proposed for discussion by a Director is placed under "new" or "any other" business, then the meeting will not be adjourned till the item has been adequately discussed and resolved, and the absence of a quorum shall not be regarded as a cause for adjournment or for not taking a decision. If the meeting has to be temporarily recessed (due to a late hour or other reason), it will be reconvened within 48 hours, and all decisions on the specific issue taken in it will be binding, regardless of whether or not a quorum is present. (The intent of this procedure is to ensure that any



issues considered to be important by a Director are placed before the Board for discussion. It is not the intent to give a license for unlimited debate or filibustering.)

- (f) Every effort shall be made to achieve consensus in the Board, so that the decisions are acceptable to almost all (e.g., 7 of 9) Board members. Attempts to cut off debate and force decisions through a narrow majority will be avoided. However, if an issue has been debated at sufficient length, then debate may be cut off by a 2/3 vote of the Directors present and voting.

## **5.2 GENERAL PROCEDURES FOR COMMITTEES**

### **5.2.1. Committee Formation and Composition.** (Also see Section 2.5 for relevant Policies.)

- (a) The President or BoT Chairman appoints the Chairman of each Committee, with concurrence of the BoD or BoT. Normally, no one should chair more than one Committee. A Standing Committee (except Nominating Committee) should preferably be chaired by a current or past Director or Trustee.
- (b) Members of a Committee are volunteers selected by the Committee Chairman, plus others designated by the cognizant (appointing) Board. The nature and needs of various committees shall be publicized, and Active Members shall be encouraged to serve on committees. Every effort will be made to put any interested Active Member on at least one committee of his choice.
- (c) Each Committee Chairman will report to the cognizant Board, as soon as the Committee has been formed, the names of all members of his Committee, and the names shall be entered in the minutes of the Board. Names of members who drop out, or of new members who are added to a Committee at a later date, should also be formally reported and recorded in the minutes.
- (d) There is no need to limit the number of members on a Committee, except if the cognizant Board has decided to the contrary. A typical Committee shall have 2 to 6 members plus the Chairman.
- (e) A Trustee or Director may request to be included on any Committee of his choice, and his request shall normally be honored.

### **5.2.2. General Procedures for Standing Committees.**

The Bylaws require "at least the following Standing Committees:" Nominating, Fundraising, Membership, Education, Social and Cultural, Buildings/ Facilities, and Public Relations. The BoD has always had a Religious Affairs Committee, and it may be considered a de-facto Standing Committee. The following general procedures apply to all Standing Committees:

- (a) Each Standing Committee Chairman shall receive guidance from the President (with BoD's concurrence) regarding the charter of his committee. In case of ambiguity or potential overlap with another Standing Committee or other Committee, the Chairman shall seek clarification from the President. The President (with BoD's concurrence) will modify the charters, if appropriate, or will make arrangements for coordination between the committees involved.
- (b) Each Standing Committee Chairman shall outline his goals and plan of action, prepare a budget, discuss it with his Committee, and present them to the BoD for approval within 60 days after his appointment. The plan will list the major activities to be conducted, how, when, etc. The budget will indicate the expenses for various activities or items to a sufficient level of detail, so that the Board can make well-informed decisions.

- (c) Standing Committee meetings dates shall be announced, and all Committee members shall be informed of the date, time, place and agenda. (Committee meetings shall normally be held in the MCC building.)
- (d) Each Standing Committee Chairman shall submit a report of the activities of the Committee to the BoD at each regular meeting of the Board, or at a special meeting of the Board, if so requested by the President.
- (e) All Committees shall carry out their work in a spirit of cooperation among members and with other Committees. Each Committee Chairman will be sensitive to the fact that members are volunteers; however, he also has the obligation to accomplish the goals set for his Committee. Consequently, he should exercise great care in selecting his members and assigning specific tasks to them.

5.2.3. General Procedures for Other Committees. The procedural requirements for these Committees may not be as stringent as those for Standing Committees; however, an attempt should be made to follow the same procedures (in spirit if not in letter) as much as possible.

### **5.3 OPERATIONAL PROCEDURES FOR THE FULL TIME SCHOOL (To be developed)**

(These deal with day-to-day operational issues for the school)

### **5.4 PROCEDURES AND RULES FOR NON-SPONSORED ACTIVITIES**

#### 5.4.1. Publicity in and Around the Mosque.

- (a) Islamic Organizations. Prior approval is needed to distribute leaflets or make announcements about programs of other Islamic organizations, and for fund-raising appeals. Please contact the President or Chairman of the Religious Affairs Committee at least one week beforehand.
- (b) Other Organizations. The Chairman of the Religious Affairs Committee and the Imam have the authority to allow newspapers, leaflets, and other material to be displayed in the lobbies and entrance areas to the Mosque, or to remove them, as they deem fit. For publicity relating to a business or income generating activity, a donation to the MCC is expected.
- (c) Personal Requests. Announcements asking for prayers in cases of death, sickness or similar situations require no prior approval. Please contact the Imam to make the announcement.
- (d) Individual Alms. Announcements to solicit donations for personal benefit are not appropriate in or around the Mosque. Requests for financial aid should be made to the President or the Chairman of the Religious Affairs Committee, according to established procedures.

#### 5.4.2. Activities in the Main Building, Parking Lots and Grounds.

- (a) Publicity for Non-profit Organizations. Approval of the President or Chairman of the Building Committee is needed before placing any publicity material on MCC premises.
- (b) Publicity for Commercial Businesses. To display leaflets and business cards in the building, or on cars in the parking lot, please contact the President or Chairman of the Building Committee at least one week beforehand. A donation to MCC is expected for income-generating businesses.
- (c) Sales. To offer items for sale or set up sale booths, please contact the President or Chairman of the Building Committee at least one week beforehand. A fee may be charged.

- (d) Volunteer Activities. Volunteers are encouraged to organize religious, educational, social and cultural, and sports programs at the MCC to benefit the community. Please contact the President or Chairman of the Building Committee for approval and room reservations. Note that a rental is charged for the use of facilities; the charges are reduced for Members and for religious activities. A proposal may be required for programs that extend over several days or charge a fee.
- (e) Activities Involving Charges. If the organizers of an activity charge a fee to the participants and derive a profit, then the MCC must charge for the use of its facilities, per IRS regulations. Please contact the President or Chairman of the Building Committee before starting the activity.
- (f) Food Distribution. Food may be provided for community consumption on religious and social occasions, e.g., on Fridays, Eids, during Ramadan, and after Quran-readings. However, MCC has to ensure that the food is safe and fit for consumption. Please contact the President or Committee Chairman (Religious Activities Committee or Building Committee) for approval.
- (g) Waiver. The organizers of a non-sponsored activity, especially sports, may be required to sign a waiver accepting responsibility for any claims for damages or liability. Please contact the President or Chairman of the Building Committee for a waiver form.

## PROCEDURES (Contd.)

### VI. ADMINISTRATIVE PROCEDURES

#### 6.1 EMPLOYMENT PROCEDURES

(See the Employment Handbook, which is a Supplement to the Manual)

#### 6.2 PROCEDURES FOR PROCUREMENT OF GOODS AND SERVICES:

##### General Procurements, Other than Construction and Architect/ Engineer Services

6.2.1. Procurement Initiation: All procurements for an approved budget item shall be initiated either by the concerned Committee or by the BOD, in the event a committee does not exist for the item involved.

6.2.2. Single Source Procurements for Items Costing below \$ 100. Goods and services below \$ 100 may be procured by a Committee without soliciting bids, but by comparing at least two cost figures from ads, catalogs, or other sources, provided the item is in the Committee's approved budget. The President's approval is not required before ordering, but is needed before payment is made.

6.2.3. Procurement of Items Costing between \$ 100 and \$ 1,000. Procurements in this range may be ordered by a Committee with the approval of the President, after comparing at least two quotations or cost figures from ads, catalogs, or other sources. BoD approval is not required before ordering, provided the item is in the Committee's approved budget.

6.2.4. Procurement of Items Costing between \$ 1,000 and \$ 5,000. All procurements with an estimated cost in this range must be made on the basis of three quotations, and orders shall be placed only with prior approval of the BoD. Since items costing more than \$ 5,000 need approval of the BoT, the spirit of this rule shall not be violated by dividing the order into several smaller orders. If the total of all such orders in a year exceeds \$ 25,000, approval of the BoT shall be required for any additional orders.

6.2.5. Procurement of Items Costing more than \$ 5,000. For all procurements exceeding \$ 5,000, a procurement notice shall be prepared, and as a minimum displayed on the MCC bulletin board and the MCC Web Site. The Procurement Notice shall include the minimum specification of the goods/services to be procured, other relevant factors or criteria, and the closing date for submission of bids, and shall state that the quotations must be sealed.

6.2.6. Approval of Purchase Orders or Contract Awards Exceeding \$ 5,000. A purchase order or contract exceeding \$ 5,000 shall require approval of both BoD and the BoT. In case of disagreement between the BoD and BoT, a joint meeting of the BoD/BoT shall be held to discuss the matter; however, a decision to issue the purchase order or contract award shall require a majority vote of the BoT.

### **6.3 CONTRACTS FOR CONSTRUCTION AND ARCHITECT/ENGINEER SERVICES**

**6.3.1. Procurement Initiation and Processing:** All contracts for construction and Architect/ Engineer (A/E) services shall be initiated and processed by the New Construction Projects Committee (NCPC), up to presenting a selection recommendation to the BoD. Other Committees (e.g., Buildings and Facilities Committee) that need construction or A/E services, shall process their requirements through the NCPC.

**6.3.2. Bid Documents for Construction and A/E Contracts:** The NCPC shall prepare the Bid Documents for construction and A/E contracts and submit them to the BoD and BoT for approval. The Bid Documents for construction shall include General Conditions, a full description of the contract scope, supported with a Bill of Quantities and Specifications, and other customary information. The Bid Documents for A/E services shall include a detailed Scope of Services to be provided by the consultants.

**6.3.3. Evaluation Criteria for Construction and A/E Contracts:** The NCPC shall prepare the evaluation criteria for construction and A/E contracts describing the evaluation factors to be considered, the weight of each factor, and the factors that would render a bid or proposal non-responsive. In the criteria, price shall be the dominant factor, with company qualifications and experience as the second most important factor. The criteria shall be submitted to the BoD and BoT for approval, together with the Bid Notice or soon thereafter (to allow time for approvals at least one week before the deadline for receipt of bids).

**6.3.4. Bid Solicitation and Notices.** The NCPC shall prepare a Bid Notice inviting sealed bids and outlining the desired construction or A/E services, the company's required qualifications, main evaluation criteria, deadline for receipt of bids, etc. The notice shall be publicized and as a minimum a copy shall be displayed on the MCC bulletin board. In addition, reputable firms may be invited to bid.

**6.3.5. Contract Awards.** The BoD may award contracts of less than \$ 5,000 without BoT approval; however, the BoD must inform the BoT of its intention to award a contract and allow a period of 10 days to BoT for comments. Contracts exceeding \$ 5,000 shall require approval of the BoT before they are awarded. In case of disagreement between the Boards, a joint meeting of the BoD/BoT shall be held to discuss the matter; however, a decision to award the contract shall require a majority vote of the BoT.

### **6.4 CONTRACTS FOR PROFESSIONAL CONSULTANTS**

**6.4.1. Procurement Initiation.** Selection of professional consultants (except Architect/ Engineer), such as Legal Counsel, Financial Advisor, Auditor, etc., shall be initiated and processed by the Administration Committee (AC). The AC shall prepare a description of the scope of services, conditions of engaging the consultant, and selection criteria, and obtain approval of the BoD and BoT before proceeding.

**6.4.2. Solicitation.** The AC shall invite professional consultants to submit information about their qualifications, fees and terms, if they wish to be considered for being retained by the MCC.

**6.4.3. Evaluation and Selection.** The AC shall evaluate the responses in accordance with the approved criteria and forward its recommendation to the BoD and BoT for approval.

6.4.4. Engagement. The letter engaging a professional consultant shall be issued by the President, after the BoT has approved the selection. The letter will include a statement that only the President, the BoT Chairman, or individuals designated by them may contact the consultant on issues that need his help.

**6.5 ADMINISTRATIVE PROCEDURES FOR THE FULL TIME SCHOOL (To be developed)**

(These deal with staff duties, employment, and other administrative issues for the school)

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# **MUSLIM COMMUNITY CENTER, INC.**

## **EMPLOYMENT GUIDELINES**

**(A SUPPLEMENT TO THE  
POLICIES AND PROCEDURES MANUAL)**

**FIRST EDITION  
JANUARY 1998**

**This document was prepared by the Bylaws, Policies and Procedures Committee (BP&PC), and was approved by the Board of Directors and Board of Trustees. It describes the policies and procedures related to employment at the MCC. Changes to the document may be proposed to the BP&PC or to the Boards.**

## I. EMPLOYMENT POLICIES

### 1.1. Equal Opportunity Employment

- (a) The Muslim Community Center (MCC) is committed to providing equal opportunity to all applicants for initial hiring, and to employees during their service with MCC. No person shall be discriminated against on the basis of race, color, sex, age, national origin, or disability. This applies to all terms, conditions and privileges of employment including but not limited to hiring, training, placement, development, promotion, benefits, compensation, termination and retirement.
- (b) The MCC policies comply with the requirements and objectives of all labor-related federal, state and local laws and regulations.

### 1.2. Employee Benefits.

- (a) The MCC may offer benefits, such as vacation, sick leave, health insurance, and a retirement plan, etc. However, the scope of such benefits is rather limited at this time.
- (b) Any benefits that are available to employees shall be stated in writing at the time of their appointment, and they shall be informed of any additional benefits that may become available in future.

### 1.3. Employee Information.

- (a) The MCC shall not provide references or personal information about a current or former MCC employee to any other individual, other than to verify the dates of employment and job titles by telephone in response to reference requests. Salary information shall be verified only upon receipt of a signed, written release from the employee.
- (b) It is the sole responsibility of the employee to complete the Personnel Data Change Form when changes occur in regards to their name, address, telephone number, or any other pertinent personal information.

### 1.4. Guidelines for Termination.

- (a) Employees of the MCC are free to resign at any time and for any reason, with due notice. The MCC also reserves the right to terminate employment at any time and for any reason, with or without notice.
- (b) Employees should provide their supervisor with at least two (2) weeks' written notice of their intent to resign from employment.
- (c) Employees may be terminated from employment for job abandonment if they do not show up when they are required to report for work, and also if they have not obtained approval from their supervisor to be absent.
- (d) When an employee fails to meet MCC standards for performance, personal conduct or any other matter deemed to be sufficient by his supervisor, the employee may be formally counseled on his behavior or on how to improve his performance. However, if after such counseling the employee fails to bring performance up to MCC standards, or if MCC determines that any corrective action does not appear warranted, the employee may be involuntarily terminated from employment or offered the opportunity to resign.



## II. EMPLOYMENT PROCEDURES

2.1. Vacancy Announcements. For all appointments a vacancy announcement shall be prepared by the BoD or the concerned Committee. It shall include the date of announcement, a brief job description, applicants' required qualifications, range of the position salary and benefits, and a deadline for receipt of applications. The announcements shall provide a minimum of two weeks for the submission of applications.

2.2. Display of Vacancy Announcements. The vacancy announcement shall be publicized and a copy displayed on the MCC bulletin board and the MCC Web Site. The announcement shall remain displayed at a locked MCC bulletin board until the closing date for the receipt of applications. Copies of the vacancy announcement shall also be sent to local Islamic Centers, with a request that it be displayed.

2.3. Initiation of Recruitment Action. The process of recruiting an employee to fill an approved vacancy shall be initiated by the BOD or the concerned Committee.

2.4. Selection Criteria. The concerned Committee shall develop its selection criteria and weight for various factors to be used in the evaluation of applicants. The criteria shall be developed at the same time as the vacancy announcement.

2.5. Selection Recommendation. Each concerned Committee shall formulate a majority recommendation, based on application of the selection criteria, and forward it to the BoD for approval.

2.6. Appointment Approvals. Appointment to any paid position shall be made only after a selection recommendation submitted by a Committee has been approved by the BoD and ratified by the BOT

2.7. Conflict of Interest. Each step in the recruitment process -- recommendation by a Committee, approval by the BoD, and ratification by the BoT -- shall require certification from the entity involved (Committee, BoD, and BoT) that no conflict of interest exists with respect to the action.

2.8. Coordination between BoD and BoT. If a particular selection recommendation approved by the BoD is not ratified by the BoT, it shall be sent back to the BoD without delay with reasons for non-ratification. If a second recommendation of the BoD naming a different individual to fill the vacancy is also not ratified by the BoT, then the two Boards shall meet jointly to resolve the matter.

# **MUSLIM COMMUNITY CENTER, INC.**

## **COMMITTEES HANDBOOK**

**(A SUPPLEMENT TO THE  
POLICIES AND PROCEDURES MANUAL)**

**FIRST EDITION**

**JANUARY 1998**

**This document was prepared by the Bylaws, Policies and Procedures Committee (BP&PC) with inputs from various Committee Chairmen, and was approved by the Board of Directors and**

**Board of Trustees. It gives a summary of the general Policies and Procedures applicable to all Committees, and describes the Charter and Responsibilities of each Committee, along with the composition and procedures of certain Committees. Changes in the document may be proposed by Committee Chairmen and forwarded through the BP&PC to the Boards for approval.**

## **I. OPERATIONAL POLICIES AND PROCEDURES SUMMARY**

(Refer to Sections 2.1 - 2.6 and 5.2 of the Policies and Procedures Manual for details.)

### 1.1. Appointments.

- (a) The Bylaws stipulate certain Standing Committees. The President and the BoT Chairman may create or establish additional Committees, separately or jointly, with the approval of the corresponding Boards. The President/ BoT Chairman shall appoint the Committee Chairman, with the Board's concurrence.
- (b) Preferably, the Chairman of a Standing Committee shall be a Trustee or Director (except the Nominating Committee, whose Chairman is elected by the General Body). Chairmen of other Committees may be from within or outside the Boards but must be Active Members of MCC.
- (c) Projects may also be established (like Committees), and Project Leaders shall be treated like Committee Chairmen.

### 1.2. Committee Formation and Work Plan.

- (a) Within 30 days of his appointment, the Committee Chairman shall submit to the cognizant (appointing) Board a list of the names of his Committee Members, and a work plan, including a time schedule for completing the assignment or its major elements. These items (list of members and work plan) shall be modified if so directed by the cognizant Board.
- (b) Committee Members must be chosen for their experience relevant to the Committee's work, and for their willingness to accept specific assignments. A majority of the Members must be Active Members of the MCC.
- (c) A Trustee or Director may request to be included on a Committee, and his request shall normally be honored.
- (d) There is no need to limit the number of members on a Committee, except if the cognizant Board decides to the contrary. Typically, a Committee will have 2 to 6 members in addition to the Chairman.
- (e) Names of Committee Members who drop out or are added at a later date shall be reported to the cognizant Board.

### 1.3. Meetings.

Committee meetings shall be open to all members; an Executive Session can be held only with prior approval of the cognizant Board. Each Committee shall maintain minutes of its meetings, listing the attendees and the decisions taken. Each Committee shall submit reports to the Board on a regular basis, and also when requested by the Board.

### 1.4. Disciplinary Action.

The President or BoT Chairman may take disciplinary action, including removal of the Chairperson or a Member of a Committee, subject to approval of the cognizant Board. Such action can be taken only for non-performance of the assigned task, or not attending three consecutive meetings or a total of four meetings in a year. A year for this purpose starts when the Committee Chairperson is appointed, and ends thirty days before the next following Annual General Body Meeting.

### 1.5. Term Limits.

An individual may be appointed to the position of Committee Chairman for a one year term, renewable for two additional one-year terms. After serving three consecutive years, he may be reappointed to that position only after a break of at least one year. However, he may be appointed to another leadership position without a one-year wait.

## **II. FINANCIAL POLICIES AND PROCEDURES SUMMARY**

(Refer to Sections 1.2, 2.5, 4.1, 6.2 and 6.3 of the Policies and Procedures Manual for details.)

### 2.1. Budget.

Each Committee Chairman shall submit a budget allocation request within 30 days of his appointment, if the Committee expects to incur extra expenses beyond minor office and mailing costs.

### 2.2. Expenditures and Accounts.

Approval of a Committee's budget does not mean automatic approval of expenditures. Requests for proposed expenses must be submitted to the President for approval before checks can be issued. Committees/ Projects are not allowed to open bank accounts or hold cash (beyond petty cash) without specific permission of both the BoD and BoT. The Committee/ Project shall maintain its accounts and submit periodic reports.

### 2.3. Purchase Orders and Contracts.

- (a) Items costing below \$ 100 may be ordered by a Committee without prior approval if they are within the Committee's approved budget. However, the President's approval is needed for payment.
- (b) Items between \$ 100 and \$ 1,000 require approval by President before ordering.
- (c) Items between \$ 1,000 and \$ 5,000 require approval of the BoD before ordering.
- (d) Items above \$ 5,000 require prior approvals of both BoD and BoT before ordering.
- (e) Contracts for construction or professional consultants require several steps; see Sections 6.2 and 6.3.

## **III. DETAILED PROCEDURES**

Each Committee may prepare additional detailed procedures for its own operation. These do not require approval of the Boards so long as they comply with the broad guidelines stated in the Manual.

## **IV. CHARTERS, RESPONSIBILITIES, AND PROCEDURES FOR COMMITTEES**

These items are described on the following pages for all currently approved Committees.

## ADMINISTRATION COMMITTEE

**Charter:** The purpose of the Administration Committee (AC) is to act in behalf of the BoD and BoT on administrative matters related to employees, contracts, professional consultants, etc. It shall report to both Boards - BoD and BoT.

**Composition:** The AC shall consist of the four Officers of the MCC -- Chairman of the BoT, President, Treasurer, Secretary -- plus one additional Director named by the BoD (who shall be the Vice President, if the BoD has elected a VP). The President shall chair the Committee, but he may delegate this responsibility to the Vice President (if there is a VP). The AC Chair may invite MCC members or others who have expertise in these matters to assist the AC, without being formal members of AC.

### Responsibilities:

1. Approve relevant policies, procedures, and other documents, such as Employment Guidelines, Employee Handbooks, Guidelines for Contract Awards, etc., acting in behalf of the BoD. However, the BoD may modify these documents by majority vote.
2. Oversee implementation of administrative policies and procedures on behalf of the BoD, and ensure compliance with all pertinent Federal and State laws and regulations.
3. Review applications and recommendations for appointments to various paid positions, and make final recommendations to the BoD and BoT for approval of the appointments. In an emergency, the AC may make a decision in behalf of the BoD and BoT, and the President and/or BoT Chairman may issue the appointment letters on a provisional basis, subject to final approval by the Board(s).

## **BUILDINGS AND FACILITIES COMMITTEE**

**Charter:** To maintain and operate all MCC buildings and grounds.

**Responsibilities:**

1. Obtain (and renew) all permits needed from the County for safe occupancy and use of the buildings, grounds, and other facilities on the MCC premises.
2. Schedule and conduct all necessary maintenance tasks, including building and equipment repairs, trash collection, snow removal, landscaping, etc.
3. Prepare budget estimates for major repairs, obtain bids, select contractors, and oversee the work, subject to BoD approval at various stages.
4. Operate the buildings, including scheduling and renting of facilities.
5. Select a Custodian, recommend him to the BoD for appointment, and supervise his work.

**Procedures: To be developed**

(Procedures for Hall Rental exist. Others are to be developed or updated.)

## **BYLAWS, POLICIES AND PROCEDURES COMMITTEE**

**Charter:** To review and propose bylaws amendments, and develop policies and procedures for administrative, financial, and operational matters, and to forward them to the BoD and BoT for approval, as a joint Committee of the BoD and BoT.

### **Responsibilities:**

1. Do the legwork for the BoD and BoT regarding bylaws amendments that may be needed from time to time. This includes initiating amendments, and reviewing amendments proposed by Active Members and making recommendations to the Boards for appropriate action.
2. Develop a Policies and Procedures Manual and related handbooks covering financial, operational, and administrative matters, and to issue and maintain the Manual after approval by the Boards.

### **Procedures:**

1. The Chairman (who is appointed by the BoD and BoT) shall form the Committee within 30 days after his appointment. The Committee shall have 4 to 6 members with experience relevant to bylaws, policies and procedures (BP&P). Attempts shall be made to include representatives of a broad range of views within the MCC membership.
2. The Committee will meet at the call of the Chairman, when issues relating to BP&P are referred to it by the two Boards or by Active Members, and whenever such meetings are necessary.
3. The Committee will evaluate different approaches or solutions to issues relating to BP&P, and will make appropriate recommendations to the Boards in a timely manner.
4. The Committee will review and update the Policy and Procedures Manual at least once a year. Such reviews will be conducted after soliciting comments from the Boards and other Committees, in order to ensure that problems associated with implementation of the policies and procedures are taken into consideration and resolved.

## **EDUCATION COMMITTEE**

(To be reviewed and revised; some material may be added  
from the Charter and Subcommittees proposed in 1996)

**Charter:** To oversee the operation of the Islamic Week-end Schools for children, and to maintain the highest standard of Islamic education achievable within our volunteer resources.

### **Responsibilities:**

1. Develop the curriculum used in the Islamic Week-end Schools; select suitable textbooks, and encourage new books to be written; and formulate general guidelines for school operations.
2. Recommend to the BoD the names of one or more persons for appointment as Principal of each school when a vacancy arises.
3. Hold meetings with the School staff and parents to ascertain their views on relevant issues.
4. Vigorously act to achieve and maintain high standards in all Week-end School activities.
5. Provide advice to the Full Time School Committee on curriculum, etc., if so requested by the FTSC.

### **Procedures: (To be developed)**

1. Selection of Principals for the Week-end Schools
2. Selection of curriculum and books
3. Procedures to assist the Principals: (Some of these items may be handled by each School's own Committee).
  - (a) Ordering books and supplies; keeping stock/ inventory
  - (b) Sending Pre-Registration letter to Parents; Registration of children
  - (c) Handling of accounts -- book sales, registration income
  - (d) Holding special functions (Essay or Recitation Competition, Graduation, etc.)
4. Holding PTSA meetings
5. Interaction with similar schools in other Centers
6. Reports and Suggestions to the BoD and BoT



## **FINANCE COMMITTEE**

**Charter:** The Bylaws assign primary responsibility for financial matters to the Trustees, while the Directors are responsible for operations, including preparing a budget and maintaining the accounts. The charter of the Finance Committee is to assist the two Boards in carrying out their fiscal responsibilities. It shall report to both Boards.

**Composition:** The Finance Committee shall consist of the Chairman of the Trustees, the President, the Treasurer, plus one Trustee appointed by the BoT, and one Director appointed by the BoD. It shall be chaired by the Chairman of the Trustees, but he may delegate this responsibility to the other Trustee serving on the Committee.

### **Responsibilities:**

1. Develop a financial strategic plan for the MCC, and to present it to the Boards for approval. The plan should identify financial goals and targets, and alternative methods to achieve those goals.
2. Assist the two Boards in preparing, reviewing, and justifying the annual budget.
3. Screen orders for budgeted items which exceed \$ 5,000, before they are forwarded to the Boards.
4. Screen requests from Committees and Projects for unbudgeted items that may be needed during the year, and forward them to the two Boards with recommendations for appropriate action. (According to the Bylaws, approval of Active Members may be required for unbudgeted items exceeding \$ 15,000.)
5. Advise the Boards on issues relating to a capital reserve fund, investments in mutual funds and other financial instruments, and borrowing funds for major projects.
6. Act in behalf of the Boards on matters relating to bank accounts, such as deciding the proper mix of checking and savings accounts, choice of particular bank(s). etc.
7. Oversee the implementation of financial procedures and controls, and review the quarterly financial statements before they are presented to the Boards.

**Procedures:** To be developed

## FULL TIME SCHOOL COMMITTEE

**Charter:** To oversee and supervise the operation of a Full Time School at the MCC, to maintain an outstanding standard of education, and to work towards obtaining full accreditation from the State Department of Education for a non-public school.

**Composition:** The Full Time School Committee shall (FTSC) shall consist of two Trustees (appointed by the BoT Chairman with approval of the BoT), and two Directors (appointed by the President with approval of the BoD), plus up to three additional members. One of the Trustees or Directors shall be appointed as FTSC Chairman; the appointment shall be made by the President with approval of the BoD, subject to ratification by the BoT. The 1 to 3 additional members of the FTSC must be Active Members of MCC; they shall be selected by the FTSC Chairman, with concurrence of the other Trustee(s) and Director(s) serving on the FTSC. The Principal of the Full Time School shall be an ex-officio member of the FTSC without a vote in the Committee. The FTSC shall report to both Boards (BoD and BoT).

### Responsibilities:

1. General. The FTSC shall oversee the operation of the Full Time School, while the Principal runs the school. The FTSC Chairman shall be the link between the FTS and the BoD on all matters relating to the school; the Principal may help the Chairman in his interaction with the BoD, as needed. The FTS Committee shall be responsible to:
  - (a) Prepare job descriptions, terms and conditions for salary, benefits, etc., and policies and procedures for school employment, for approval of the BoD;
  - (b) Select a name for Principal and recommend him to the BoD and BoT for appointment;
  - (c) Review the Principal's recommendations for selection of teachers and support staff (such as teacher's aides or administrative assistant) and forward suitable names to the President for appointment;
  - (d) Prepare an annual budget for the School in consultation with the Principal and forward it to the President in time for inclusion in the overall MCC annual budget;
  - (e) Monitor the Principal's performance so as to ensure compliance with approved policies and procedures and budget;
  - (f) Review and approve changes or additions to the curriculum as proposed by the Principal, in consultation with experts in the field; and
  - (g) Provide guidance and support to the Principal and the school personnel, as needed.
2. Appointment of the Principal and School Staff.
  - (a) For Principal, the FTSC shall select and nominate a candidate in accordance with the Procedures for the Selection of Principal, and shall forward the name to the BoD and BoT. If the BoD approves the appointment and the BoT concurs, the President shall issue the appointment letter. If either Board opposes the appointment, the FTSC shall be required to propose a fresh candidate.

- (b) All other school staff (teachers and support personnel) shall be selected in accordance with the Procedures for Selection and Appointment of School Staff. The Principal shall forward recommendations for appointments to the FTSC. If the FTSC does not approve a recommended candidate, it shall ask the Principal to recommend an alternate. The FTSC shall forward the names of candidates approved by it to the BoD; the President shall sign the appointment letters after the BoD's approval. For temporary and hourly employees, the FTSC Chairman may make the appointments with FTSC concurrence.
  - (c) All appointment letters shall contain information about duties, salary, and other personnel matters, in accordance with MCC Employment Guidelines.
  - (d) Termination of school staff can be initiated only by the Principal, who shall recommend such action to the FTSC. The BoD shall have the final authority for termination of school staff. Termination of the Principal's appointment may be initiated by the FTSC and recommended to the BoD and BoT. The termination letters shall be signed by the appointing officer(s) in consultation with the FTSC.
3. Accounts. The MCC Treasurer shall maintain a separate account or line item for the Full Time School. All tuition fees shall be received by the MCC Treasurer, and all salaries and other expenses shall be paid by the MCC Treasurer. For operational convenience, the MCC Treasurer shall provide petty cash to the Principal up to an amount to be determined by the FTSC and approved by the BoD.

**Procedures: To be developed** (for staff selection, school operation, interaction with parents and State, etc.)

## **FUNDRAISING COMMITTEE**

**Charter:** To undertake fundraising activities in order to meet the targets set by the BoD.

**Responsibilities:**

1. Organize fundraising dinners.
2. Organize other fundraising events (e.g., Meena Bazaar, Bake Sales, etc.).
3. Plan and implement other mechanisms for fundraising (e.g., Store Coupons, get listed in United Way, etc.)
4. Solicit funds from the local community through publications and personal visits.
5. Contact other communities and organizations to raise funds.

**Procedures:**

1. For the Annual Fundraising Dinner

- (a) Planning: Choose a date, Identify one or more Keynote Speakers, Prepare a budget estimate, Obtain BoD approval.
- (b) Preparation: Invite the Speakers, Choose a Master of Ceremonies, Finalize the program, Print a flyer,
- (c) Print and distribute tickets, Conduct publicity, Select Caterer and menu, Make hall arrangements, Appoint Ushers, etc.
- (d) At the Dinner Function: (Procedures to ensure that the event goes through smoothly.)

2. For Other Fundraising Events (e.g., Meena Bazaar; Bake Sales; etc.)

- (a) For each event, choose a date, appoint an organizer, provide assistance
- (b) For Meena Bazaar, call potential Vendors, get their stall rental fees or donations, make arrangements before and during the Bazaar, call families to bring food, sell food and refreshments, collect funds, give funds and account to the Treasurer.
- (c) For Bake Sales, call families to bake items, make arrangements for the sale event, collect funds and give money and account to the Treasurer.

3. For Other Fundraising Mechanisms (e.g., Store Coupons; Business Discounts, Participation in United Way; etc.)

- (a) Contact food stores, hardware stores, and other businesses for discount coupons. Obtain and distribute coupons, keep accounts, and hand over proceeds to the Treasurer on a monthly basis.
- (b) Contact long distance companies and other businesses which give discounts to non-profit groups.
- (c) Contact the local United Way and Combined Federal Campaign, and provide information to get included in their lists of eligible organizations, i.e., organizations which can be named by a donor to receive all or part of his contribution.

## **FUNERAL COMMITTEE**

**Charter:** To organize and monitor facilities for funerals and burials.

### **Responsibilities:**

1. Make arrangements with selected funeral homes and cemeteries for funerals and burials according to Islamic traditions.
2. Maintain contact with the Fort Lincoln Cemetery, where the MCC has bought 100 sites and has asked the management to maintain an Islamic Gardens Section in the cemetery. In particular, allocate burial sites and keep records of these allocations.
3. Maintain contact with the George Washington Cemetery and other cemeteries which have sections for Muslim burials.
4. Prepare a simple leaflet describing the steps that a family should follow in case of death: whom to call at MCC or at the Funeral Homes or cemeteries, what else to do, etc.
5. Train and organize volunteers to assist the bereaved families in funeral arrangements (including washing the bodies), religious services at the MCC, and burial at the cemetery.

### **Procedures:**

1. Make a list of the funeral homes that have been selected; publish the list in the UPDATE and post it on notice boards.
2. Determine the number of burial sites that are available in each cemetery, and cost per site, and publicize the information.
3. Solicit volunteers to assist in funeral arrangements and train them. Organize visits to funeral homes and cemeteries to meet their management and familiarize the volunteers with the arrangements.
4. Set up a system, so that an MCC volunteer is always available to respond when a family needs help for funeral and burial arrangements.

## **INTERFAITH COMMITTEE**

**Charter:** To represent the MCC in the Metropolitan Washington Area's Interfaith Council and other multi-religious organizations.

**Responsibilities:**

1. Establish an Islamic presence in the local organizations involving different religious groups, and provide an Islamic perspective in their deliberations and activities.
2. Become a member of the Interfaith Council, and attend its monthly planning meetings.
3. Appoint a representative to attend the Interfaith Assembly, which is normally held every quarter.
4. Participate in events organized by the Interfaith Council and other similar multi-religious organizations.
5. Invite neighboring religious groups to some of the major MCC religious functions.

**Procedures:** To be developed

## **LIBRARY COMMITTEE**

**Charter:** To maintain a library of Islamic literature which is available as reference material for members.

### **Responsibilities:**

1. Select and acquire Islamic literature in the form of books, magazines, tapes and cassettes, CDs, etc.
2. Maintain a balance in the content of material (keep a broad mix of areas and authors; don't exclude any recognized school of thought; don't include material that leads to religious controversy among members; etc.)
3. Keep the library open for use by members for certain hours every week.
4. Make the necessary arrangements so that members can borrow the material for limited periods.
5. Establish the rules and procedures needed for smooth operation of the library.

### **Procedures:**

Procedures exist for library hours and for checking out library books. Additional procedures are to be developed for selecting new material, preparing a budget, etc.

## **MEDIA AND GOVERNMENT RELATIONS COMMITTEE**

**Charter:** To interact with the news media and with government agencies to promote an awareness of Islamic issues among the general public and County, State and Federal officials.

**Responsibilities:**

1. Establish contacts with the local press, radio, and TV stations, and provide them inputs on various issues of interest to the Muslim community. Arrange for visits by their reporters to major events organized by the MCC.
2. Represent the MCC on various Task Forces and Committees set up by local and state agencies, and provide inputs on issues of interest to our members. (Examples: Make the School Boards sensitive to Islamic holidays; Participate in State and County committees on minority issues; etc.)
3. Promote an image of the Muslim community as a positive and active participant in society at large. Highlight the fact that this is a single community, although its members come from a great diversity of ethnic heritages.
4. Report to the BoD on media- and government- related issues of interest to the MCC and its members.
5. **Procedures:** (To be developed)



## MEMBERSHIP COMMITTEE

**Charter:** To act on all matters related to membership applications, and to maintain and publish membership records.

**Responsibilities:**

1. Invite Muslims living in the metropolitan Washington area to become Associate or Active Members of the MCC.
2. Develop procedures to review applications for Active Membership, and to ascertain that the applicant meets the Bylaws conditions, i.e., is over 18 years of age, and is a U.S. citizen or holds an immigrant or international civil service visa.
3. Establish criteria for rejecting an application, or for approving it as Associate Member instead of Active Member.
4. Act on applications for Membership in accordance with the foregoing procedures and criteria, and make recommendations to the BoD for approval as Active Member or Associate Member, or for rejection.
5. Act on applications for Adjunct Member, and make recommendation for approval or rejection.
6. Maintain up to date membership records, including the dates of most recent dues payments.
7. Submit the list of Active and Associate Members to the BoD at least once a year, and post it on the notice board at least two weeks before the Annual Meeting and Elections, in order to discover and correct any errors.

**Procedures:**

1. Solicit new members through ads in the UPDATE, announcements in the Week-end School, and other means.
2. Review membership applications and contact the applicant or the sponsors to verify that all Bylaws conditions are met.
3. Develop criteria for accepting a membership application. For example, check if the applicant has been a member of a similar Islamic organization, and if he has been a constructive influence there.
4. Decide appropriate action on each application within a month of receiving the application, and forward it to the Board.
5. Publish in the UPDATE names of new members, and those who have dropped their membership (moved or resigned).
6. In January each year, remind Active Members of the preceding year that membership must be renewed by February 15.
7. By March 1 each year, post on notice boards the list of Active Members who have renewed their membership.
8. Correct the list (if necessary) in consultation with the Treasurer and President to verify timely payment of dues, and inform the Secretary of the corrections.
9. Post the Final List of Eligible Voters (i.e., Active Members who can vote in the Annual Meeting) by March 15.
10. Provide information to the Nominating Committee regarding eligibility to run for Director and Trustee, such as residence in the metropolitan Washington area, date of first joining MCC, period of continuous membership, any convictions, etc.

## **NEW CONSTRUCTION PROJECTS COMMITTEE**

**Charter:** To develop plans for new construction projects at the MCC, and to oversee implementation of the projects after obtaining the necessary approvals from the MCC (BoD, BoT, and the General Body) and from County and State authorities.

### **Responsibilities:**

1. Conduct feasibility studies for projects assigned to the Committee, consider alternative approaches, obtain preliminary cost estimates, and recommend specific options to the BoD and BoT.
2. Assist the BoD and BoT in presenting the preferred options to the General Body for its approval.
3. Select an Architect/ Engineer (A/E) to prepare detailed drawings and specifications, hire the A/E after getting the BoD/ BoT approval, and interface with the A/E in-behalf of the MCC.
4. Select a Contractor or Builder after inviting competitive bids, in accordance with established Policies and Procedures, and recommend the award of a contract by the BoD/ BoT.
5. Monitor the Contractor's performance, and approve periodic payments (after approval by the A/E) during construction.

### **Procedures: To be developed**

Note: The Boards have approved policies and procedures for Professional Consultants (Architects and Engineers) and Contractors; see the P&P Manual. They will be used as the basis for detailed procedures.

## **NOMINATING COMMITTEE**

**Charter:** To solicit nominations for various elected offices, scrutinize the validity of nominations, and submit a report to the BoD, as stated in the Bylaws; and to conduct the elections, subject to policies and procedures approved by the BoD and BoT.

**Composition:** The NC shall consist of a Chairman elected in the previous Annual Meeting, and two members (one designated by the Trustees and one designated by the Directors), as stated in the Bylaws.

**Responsibilities:** To perform the duties identified below:

### **1. Duties Before The Annual Meeting**

**1.1. List of Eligible Candidates.** The Nominating Committee shall compile a list of all Active Members who are eligible to hold elected positions, in accordance with the qualifications and requirements stated in the Bylaws. The list shall be submitted to the President and Chairman of the BOT for their confirmation of eligible candidates. Disputes shall be resolved in accordance with established Policies and Procedures.

**1.2. Nominations Prior to Election.** It is the duty of the Nominating Committee to solicit nominations for the General Elections by the Active Members by mailings and/or announcements. Such solicitations shall identify the vacancies, a list of Active members who are eligible candidates and the deadline (specific date and time) by which the nominations must be received by the Nominating Committee so that they may be sent to the Active Members.

**1.3. Validity of Nominations.** Upon receiving the nominations, the Nominating Committee shall scrutinize and determine the validity of each nomination. In order to be a valid nomination, the nomination form must be signed and seconded by two Active Member. The nominee must also be eligible to hold the position that they were nominated for, in order for the nomination to be valid.

**1.4. Acceptance of Nominations.** Upon determining the validity of Nominations received, the Nominating Committee shall, in writing, ask the nominated candidate for their acceptance or decline of such a nomination for a position. Candidates for the vacancies shall express their acceptance of the nomination either in person at the meeting, or in writing to the Chairman of the Nominating Committee.

### **2. Duties During The Annual Meeting**

**2.1. Report.** The NC shall submit a report to the Annual Meeting before the start of the election, containing a list of all valid nominations received by the NC to date.

**2.2. Floor Nominations.** The Bylaws permit additional nominations from the floor. After the NC has submitted its report, there will be a period where Active Members may be nominated from the floor. Each nomination given from the floor must be seconded by an Active Member. After nominations are solicited from the floor, the NC shall scrutinize and validate the eligibility of such nominees. If the nominee accepts, his/her name will be added to the Final List of Candidates.

### **Nominating Committee (Continued)**

The bylaws also permit that a member of the NC may be nominated from the floor after the NC has submitted its report. The eligibility of such nominees shall be scrutinized and validated by other members of the NC; or if all three NC members are nominated from the floor for various positions, then their nominations shall be scrutinized and validated by the President and Secretary.

2.3. Election Procedure. After the Final List of Eligible Candidates has been validated by the NC, the Electoral Procedure can begin. The Nominating Committee shall be the body responsible for conducting the Electoral Process. The NC shall determine a time for the balloting procedure to start as well as a time where the balloting procedure end. Every effort will be made to adhere to the time, but the time may be extended under extenuating circumstances. In addition, the NC may solicit support of Active Members to assist in distribution of ballots, counting of ballots, and other electoral related procedures.

In an effort to make the electoral procedure transparent and harmonious, candidates may appoint representatives or Observers, who shall monitor the balloting and counting procedures to ensure fair elections. Each Observer shall be an Active Member who is not currently a position holder in MCC and who is not a candidate in the election.

The elections will be conducted in the following manner:

- (a) Each Active member shall go to a location allocated by the EC and shall receive a ballot(s), depending on membership status. This location is where balloting will take place.
- (b) Ballots shall only be given to those Active Members who are in good standing. Such a list shall be provided to the NC by the Secretary, prior to the election.
- (c) Active Members who have been provided absentee ballots prior to the election shall not be given ballots at the Annual Meeting.
- (d) Upon receipt of the ballot, each Active Member will open the ballot and vote for their choice of candidates. A Final List of Candidates will be available for Active Members.
- (e) After the Active Member has voted for his/her choice of candidates, the ballot will be sealed and placed in the ballot box.
- (f) Once the election has elapsed all non-collected ballots will be placed in a box and sealed. In addition, the ballot box will be sealed and locked. This shall be done by the Chairman of the Nominating Committee and shall be witnessed by members of the NC and any other Active Member, candidate or not, who is interested.

## **PUBLIC RELATIONS COMMITTEE**

**Charter:** To disseminate information about MCC activities to its members, the Muslim community, other organizations, and the public at large, through publications, meetings, and other means.

### **Responsibilities:**

1. Keep the members informed of ongoing and planned activities at the MCC, by various means, including publishing a Newsletter on a regular basis.
2. Establish contacts with local Islamic Centers and similar organizations, and with non-Muslim organizations; and exchange information with them on issues of mutual interest.
3. Organize meetings and functions to promote a positive image of the MCC in the community. (May do this through a Subcommittee or in collaboration with other Committees.)

### **Policies and Procedures:**

1. Newsletter:
  - (a) Editorial Policy: Policy about content (MCC, community news, and material related to the community served by MCC); controversy; open to all view points (letters to editor are welcome).
  - (b) Editorial Committee: Formation, composition, duties, etc.: Up to the Committee Chairman.
  - (c) Frequency: Publish the Newsletter at least four times a year (preferably six times a year)
  - (d) Publication: Choose an arrangement (commercial press, or self-publishing) that gives the best quality and price.
2. Relations with Other Centers and Organizations:
  - (a) Identify specific individuals at local Islamic Centers and Muslim organizations who are to be our contacts.
  - (b) Exchange information with each Center or organization through correspondence, and/or arrange meetings once a year or more often, as appropriate.
3. Community Relations:
  - (a) Hold Open Forums or Town-Meetings, where MCC elected officials meet with MCC Members and with members of the community at large. Hold such meetings at least twice a year.
  - (b) Prepare lists of issues discussed, suggestions from the audience, and actions proposed by the MCC elected officials.
  - (c) Track the progress made towards the proposed actions.
  - (d) Submit results of the meeting(s) to the Editor of the Newsletter.
4. Publication and Other Public Relations:
  - (a) Publish material to disseminate information about MCC and/or the Muslim community, e.g., brochures, special souvenirs for MCC events, position papers, etc.
  - (b) Conduct public relations by utilizing other media, e.g., Web Home Page, e-mail, TV, radio, Internet, conferences of other Muslim organizations, etc.

## **RELIGIOUS AFFAIRS COMMITTEE**

**Charter:** To organize and supervise religious activities at the MCC, and to advise the BoD and BoT on religious matters after consulting with appropriate scholars and organizations.

**Responsibilities:**

1. Make arrangements to hold congregational prayers on Fridays, Eids, Taraweehs, and other special occasions.
2. Select the Imams for various congregational prayers, and discuss with them the topics to be addressed. Inform them of the MCC policy to emphasize positive teachings and to avoid sectarian controversies and other divisive topics.
3. Monitor and regulate the activities in and around the Masjid (including distribution of leaflets, appeals for funds, etc.), to ensure compliance with the Board's Policies and Procedures for Non-sponsored Activities (Sections 2.7 and 5.4 of the P&P Manual).
4. Consult Islamic organizations and scholars about sighting of the moon, and determine the dates of Ramadan and Eids.
5. Review and evaluate Zakat applications, and recommend needy individuals and organizations to the BoD and BoT for distribution of funds. Perform a similar function for distribution of Fitra and Sadaqa funds. (These responsibilities may be assigned to a Subcommittee on Fitra, Sadaqa, and Zakat.)
6. Conduct the search for a Full Time Imam, as needed, and recommend a suitable candidate to the Boards for appointment, along with a description of his duties, remuneration, and other terms.
7. Arrange lectures and discussion groups to provide general guidance to members on religious matters.
8. Collect information on religious issues referred to the Committee by the BoD and BoT, and advise the Boards.

**Procedures: To be developed/ reviewed/ updated**

1. Committee Composition, etc. (It will include the Chairman, at least one Trustee and one Director, the Imam, plus others members.)
2. Subcommittee on Fitra, Sadaqa, and Zakat: Composition, etc.
3. Procedures for Zakat: Criteria for selection of persons or organizations to receive these funds; Schedule for action; etc.
4. Procedures for Fitra: Criteria for distribution of these funds, schedule, etc.
5. Procedures for Sadaqa: Criteria for distribution, etc.

## **SOCIAL AND CULTURAL COMMITTEE**

**Charter:** To organize social and cultural activities of interest to MCC members.

**Responsibilities:**

1. Organize dinners and/or special functions to celebrate Ramadan, Eids, and other religious occasions.
2. Organize community pot-luck dinners, preferably on a monthly basis.
3. Arrange literary and cultural events, with participation by a variety of ethnic groups from the community.

**Procedures:** To be developed/ reviewed/ updated

1. Committee Formation. (Include members from several countries, with different backgrounds.)
2. Schedule: Identify special occasions, and choose dates to hold special functions.
3. Coordination: Get other Committees involved (Membership, Fundraising, Religious Affairs, Public Relations, etc.)
4. Planning and Implementation: Assign responsibilities for various aspects of the special events.

## YOUTH COMMITTEE/ MYO

**Charter:** To organize and supervise activities aimed at the youth within our community.

### **Responsibilities:**

1. Sponsor the Muslim Youth Organization (MYO). Assist the MYO to get organized, elect officers, and plan activities. Inculcate leadership skills in youth.
2. Guide and supervise the activities run by MYO. Encourage them to organize and conduct educational, social, and sports activities.
3. Guide and supervise activities of interest to all youth in the community, whether or not they belong to the MYO.
4. Organize field trips and a summer camp for younger children, such as members of Junior MYO.

### **Procedures: To be developed/ reviewed/ updated**

- Some procedures exist for MYO and Summer Camp; new items are needed for other activities.
- Fees may be charged for educational or training programs, special events, summer camps, etc.
- Fees charged to MYO members may be less than those charged to non-members.
- BoD approval must be obtained if fees are to be charged for a program.
- Accounts must be kept and reports must be submitted to the Treasurer for income and expenses for MYO membership and meetings, educational or training programs, special events, camps, etc.